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PHILADELPHIA, TUESDAY, MARCH 23, 1915.
Retribution does not own a 60-horsepower automobile, but he gets there just the same.

The Victory for the Allies in Galicia

THE capture of the fortress of Przemysl by the Russians is the most important feat of the Allies since the German advance to Paris was turned early in the war. The Russians now practically dominate Galicia, and the left wing of their struggling armies can advance, protected by the Carpathians, while the right wing rests on the Baltic Sea. So long as Przemysl was held by the Austrians the Russians were tied to the Gallician plains. The army which has been besieging this stronghold will soon be able to advance into western Galicia and attack the small Austrian force there on its way to the Prussian frontier.

The siege of the city, which has lasted nearly five months, would have attracted wide attention if it had not been for the multitude of other remarkable and unprecedented operations in the vast field of operations on the east and west. But when the history of the war is finally written we shall learn of the heroic struggles of the beleaguered garrison and the besieging Russians. But the Russian victory is interesting now, not because of the length of the siege, but because it comes at a time when the spring campaign is about to begin, and because it must hearten the Allies by its demonstration of the ability of the Russian troops to hang on until they win.

Publicity Did Not Make "Billy" Sunday

IT is the newspapers that have made "Billy" Sunday, as they have given him so much publicity. The Rev. Samuel A. Elliot, D. D., president of the American Unitarian Association, says that only 50 per cent. of the first part of it is correct. The newspapers have given "Billy" Sunday all the publicity that he deserved, because he has been the most interesting newsmaker in Philadelphia this winter. There is no doubt that many persons attended the tabernacle meetings because they read about them in the papers. But if the evangelist had not had something to give to the people after they got to the tabernacle they would not have gone there at the rate of 40,000 a day for 11 weeks. The newspapers are powerful, but they cannot make something out of nothing. If a man has anything to offer that the people want, or can be interested in, the newspapers, by a campaign of publicity, can send people to his tabernacle, his church, his store or his factory.

The Englishmen who have been crediting the recruiting movement have overrated the power of the press, just as it has been overrated by Doctor Elliot. The newspapers have given publicity to the need of the British Empire in this world crisis, that is all. They might call on the Britisher to enlist until they filled all the spaces in their columns with appeals, but if the cause for which he was to fight were not worthy he would continue to drink his ale and eat his roast beef in comfort at home.

Portland Welcomes the Great Northern

PORTLAND, Oregon, appreciates the significance of the arrival there of the Great Northern, from Philadelphia by way of the Panama Canal. A delegation of business men met the steamship at the pier, and speeches were made on the greatness of the port and the importance of developing it as an outlet for the vast country which is drained by the Columbia River. The Portland men realized that if they are to sell their products they must also buy, and they discussed the need of more lines of steamships to the ports on the Atlantic seaboard as well as to the Asiatic ports of the Pacific. Portland is a comparatively small city, but it is alive, and its business men have apparently decided to go out in the world and get what they want instead of sitting with their hands in their laps content with what happens to come their way. It is in this spirit that has made the West as a whole, and will make Portland one of the great seaports of the nation in a few years. It has physical advantages, similar to those of Philadelphia, and it has the determination to make the most of them. It is this determination that counts.

Goethals and the Presidency

IT is no disparagement of the ability of General Goethals to say that his training has not qualified him for the office of President. His nomination for that office by the Panama Morning Journal does more credit to that newspaper's admiration for the achievements of the constructor of the canal than to its judgment. General Goethals is probably the greatest engineer alive today. And General Gorgas, who conquered the tropical diseases of the Isthmus, is the greatest sanitary officer in the world. But one might as well propose General Gorgas for the Presidency on account of his knowledge of bacteria and germs and the way to destroy them, as to propose General Goethals for the office because he has succeeded in digging the biggest ditch ever constructed since the great upheavals that raised the valleys and made oceans. It is nearly 25 years since we elected a man President, not because he was a statesman, but because he was a great soldier.

The result was not wholly satisfactory and we have not repeated the experiment since, although the Democrats, with their usual stupidly blundering imitation of the Republican mistakes, did nominate General Hancock for that office. General Goethals is a man of sound sense and he doubtless takes the complimentary mention of him at its true worth.

The Test of the Revival

RELIGION is a living, breathing, throbbing thing. It has led martyrs happily to the stake and under its god of love others have penetrated into the far frontiers of the world, building new cities, new nations and converting barbarism into civilization.

The revival in this city has been unprecedented in most of its manifestations. In it men from all walks of life have participated. Spiritual aspiration has become a topic of ordinary conversation. Vices, as we know them, have been shot at and riddled and exposed, not by the evangelist only, but by scores of citizens who formerly were not particularly well known in this field of effort. The citadel of evil in this or any other large city is politics. The gangster gathers about him all parasites and welds them into a formidable voting machine. The back door of the saloon is his recruiting office. He can find ready soldiers in the ranks of men who have long since abandoned the pursuit of good and have dedicated themselves, more or less desperately, to a hand-to-mouth existence.

The machine in Philadelphia has acquired its strength and venter of respectability through the active or passive support of commercial leaders who, the community has a right to expect, should be as militant in opposition to political crookedness as they are to unfairness in industrial undertakings.

It is a good thing if the revival has opened the eyes and ambitions of hundreds of down-and-outs, of thousands of lukewarm citizens who have been lazy in their religion. But the revival, on the other hand, has scored a tremendous failure if it has not broken the chains that tie so many of the business leaders of the city to the Organization's car.

The Governor Holds the Whip

WHEN the Organization planned to hold up the Governor's appointments through its Committee on Executive Nominations its leaders apparently forgot that the Constitution puts considerable power over patronage in the hands of the Chief Executive. If he chooses to exercise that power he can make the Organization cut out of his hand. So the report from Harrisburg that the leaders are planning to "demand" that Doctor Brumbaugh send a list of nominations to the Senate does not mean that they have any power to enforce their demand, but that they are getting restless because the Governor is exercising a most commendable restraint in using his own power. He has a whip within reach, but he has not yet begun to use the lash.

The Deceptive Trade Balance

THE balance of trade in favor of the United States is unprecedented. There is not, however, a corresponding prosperity. For one reason, the great diminution in imports magnifies the nominal balance in our favor. Another reason is that a large part of our exports consists of raw material, such as grains and cotton. Large exports of raw material are a bad sign. They indicate that a nation is backward in manufacturing, and is permitting other nations to secure the enormous profits resulting from the conversion of raw material into a finished product. This is not so evident in the case of grains. But certainly the United States would dominate the world's cotton goods markets if it manufactured all of its own cotton. A nation that imports raw materials and exports finished products is a happy nation, but far happier is the nation that produces its own raw material and exports it only in finished forms. Our exports just now are abnormal as are our imports. There is nothing permanent in the situation, and that is why it is not more satisfactory. Nevertheless, this period of heavy selling and minimum buying means rapid strides in making of ourselves a creditor instead of a debtor nation.

One Certain Result of the War

THE men are in the trenches. Tens upon tens of thousands of them will never return home. In all the warring nations, when industry begins again to summon its recruits, there will be great gaps in the lines. The volume of work to be done, making up for lost time and repairing the prodigious damage wrought, will be greater than ever before and the number to do it will be smaller. This means a new summons to women. Already, in Edinburgh, they have been called on to serve as trolley-car conductors. Woman-labor and child-labor must be drafted. In all sorts of industries in which they have not heretofore been employed women will serve. They will be driven by economic pressure out of their homes into the workshops, and into practically every phase of human activity. There will be no talk then of where their place is and no captious criticism of their competency.

A result of the war, most tremendous in its importance and far-reaching in its influence on the trend of world affairs, will be the enfranchisement of women.

The Rumor that Mr. Bryan is to Resign is Once More Denied

When 3000 men clamor for 30 jobs on a new public work it is evident that the delay in starting the new subway delays something besides rapid transit.

The McNichol company gets a section of the Parkway contract, and it has hopes for subway contracts also. Politics seems to mean just one contract after another.

Perhaps if the Allies could get General Scott to help them he might go out with an orderly and a staff officer and arrest the Kaiser and compel him to make peace. He has just stopped an Indian insurrection in this simple way.

If the President remains in his present state of mind the country will have all summer and fall to recover from the ministrations of the last Congress, as no extraordinary session of the new Congress is now contemplated.

THE TURNING POINT IN TERRE HAUTE

How the Evidence of Criminal Conspiracy in the Last Election Was Secured—Seemingly Trifling Incidents Made Prosecution Possible.

By IRWIN L. GORDON

EXACTLY how the Government first became interested in the Terre Haute case has not come to light. A surprisingly short time, however, after Judge A. B. Anderson, who is now trying the case, was petitioned by the women of Terre Haute, and after several of the prominent citizens visited the Judge and District Attorney, Frank A. Dalley, at Indianapolis, things began to move.

The first great question to be settled was: Has the United States Government any right to interfere in an election? It was pointed out to the officials that no redress whatever could be obtained in the State courts—they were owned body and soul by Roberts and Fairbanks. It was further argued that the United States Government did have the right to step in when a Senator or Representative was elected. If fraud was perpetrated, it was a fraud upon the United States.

The general proposition was placed before the Attorney General. He, as well as a number of eminent jurists, passed upon the question, and it was finally decided to push the case. In fact, definite orders were issued in Washington.

Secret service men, disguised as umbrella menders, Tenderloin habitués and gamblers, visited Terre Haute. They made their homes in the saloons of the notorious 6th Ward, and kept watch upon the men who were supposed to have been responsible for the election frauds. No arrests, however, were made at this time.

Bold and Brazen Deal

While the investigation was in progress one of the boldest pieces of judicial trickery in the history of the West was perpetrated. Judge Fortune must step aside for his successor, Eli H. Redman. Realizing that he would be out of a position, he resigned about a week before the expiration of his term, and appointed a close personal friend as his successor. This man immediately appointed Fortune as Probate Judge, raised the salary \$200 a year and thus gave the ex-Judge a position to which he could not legally appoint himself. The Probate Judgeship in Indiana is a subsidiary position of the Circuit Court.

The newspapers of Terre Haute and Indianapolis have openly charged that this deal was permitted by Fairbanks, and that it was a part of the written agreement made between the two men when Fortune called off the Grand Jury which was investigating the Roberts election. It has been explained that Redman would not have appointed the man, as he was a noted rival and that Roberts wanted him thrown on the political scrap heap.

The secret service men, working in the Tenderloin and receiving tips from the citizens, gradually unraveled the meshes of political corruption. They saw how the Fairbanks beer flowed in the red light district, heard the stories of the Roberts-Fairbanks "slush fund," and gradually got together a mass of evidence. Everything, however, was too thin to make a definite case. At this stage it all was talk.

The agents, however, learned that the Roberts Rentmen had paid the repeaters 25 cents for each time they registered, and that 20 cents to \$1 was the price they received every time the election lever was worked on a Democratic ballot cast on November 3. They also learned that Jack Hines and Frank Hess, the saloonkeeper vared leaders of the 6th, had voted more than 600 men from one precinct alone, where there were but 285 honest votes. These men have since turned State's evidence. In another precinct 150 more votes were counted than names appearing on the poll books. In still another precinct, where a number of Progressives live, there was not a single Progressive vote recorded on the election machine. A number of election machines which had been tampered with were unearthed.

Brass Tags Cashed

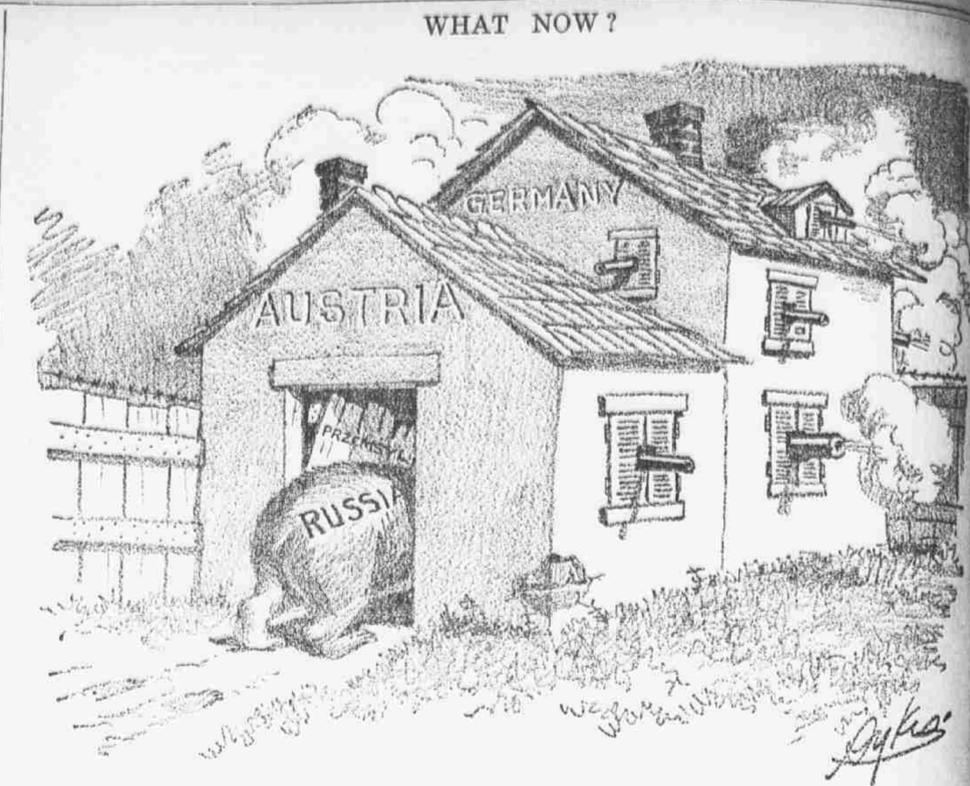
The Government agents soon learned that a systematic plan had been worked. When a repeater voted he either received a small white paper or a brass tag. These were cashed at the various gang headquarters—usually saloons—at different points in the city. The record repeater, who has since confessed, voted 38 times. One negro voted 22 times. The average repeater, however, usually made from six to ten trips into the election booths.

The secret service men also discovered that Sheriff Dennis Shea was the leader of the strong-arm men, and that Joe Jeffers and his two brothers were the leaders of the Roberts slugging force. Joe Jeffers, known as the toughest character in the whole vicinity, was a special policeman. No man in Terre Haute had shot so many persons and slugged as many as Joe Jeffers. He was always freed by the Roberts Magistrate. He was the same man who led a band of thugs in the car strike and demolished the terminal of the Indianapolis traction line. Since the investigation began, this man has confessed, and will be the star witness for the Government. It is understood that he received his orders direct from Roberts and the Chief of Police. His confession forms a remarkable story of the criminal phase of politics.

They also learned that a complete card system had been kept in City Hall bearing the names of the repeaters. The Government now charges that this system was operated by Mayor Roberts. A number of the cards, bearing names, ages and general registration information, subsequently fell into the hands of the Government's agents. Many of the names were copied from the Indianapolis directory.

It is one thing to know political scandal stories, to listen to tales of election frauds, of slush funds and bipartisanship, and it is another thing to prove it. One may be morally certain that fraud exists, and yet be unable to prove it in court. This was the situation in Terre Haute, and it has ever been the situation in Philadelphia.

The whole complexion of the case, however, at Terre Haute changed. It changed upon almost an insignificant point—the confession of about the last cog in the Roberts machine. One Wesley Godfrey, lover of cocaine, Tenderloin habitués and one of the lowest citizens of Terre Haute, became suspicious. He scented trouble. He was a bartender in the saloon-brothel conducted by Frank Hess. Godfrey thought it would be wise to secure employment somewhere beside Terre Haute. He went to Indianapolis. Joseph Roach, who figured in the attempted clean-up after Roberts had been elected, found this man in the capital of Indiana.



He knew something was suspicious. Knowing well the people of the underworld, Roach succeeded in securing the story of the election. From that moment Joe Roach, a self-confessed murderer who had been pardoned by Governor Marshall, has been the power behind the Government's case.

NEW FRENCH WAR SONGS

Patriotic and Sentimental Ballads That Are Now Being Sung in Paris.

In the patriotic and sentimental songs now being hawked and sung in the streets of Paris the French fighting man is called "le petit pionnier," a slang term that corresponds somewhat to the English personification of "Tommy" in its use. They are also referred to often as "our little soldiers," and, although descriptive adjectives like "valorous" and "conquering" are not wanting, there is at the same time a psychological significance in the familiarity of these diminutives that are affectionately employed.

Some of the titles in this class of ballads are "Weep Not, Women of France," "The Last Dream of the Pionnier," "The Soul of the Cannon," "My Life for France," "The March of the Little Soldiers," "Our Brave Colonialists" (dedicated "honore to our negro troops"), "After Louvain, Rheims," "March of 1914" and "If the Road Be Long."

In many of them the note of friendship for the Allies, especially Belgium, is sounded often. Indeed, one writer has set a chant of friendship for Belgium to the tune of the Marseillaise. It can be translated as follows: All hail, O sons of Belgium bold; To you our brothers evermore; Thy heroics wrought in heroic mold; Are such as France will ever adore. Your deeds of arms the age's story Holds graven deep in letters gold; Till for our children ne'er grow old, Uniting us with you in glory.

Unite, O brothers all; Our banner is the same; March on, march on; To glory go; Against the common foe. One of the sentimental ballads relates "an episode of the war of 1914," which has for its hero a child who was shot by German soldiers—although the author does not call it strictly "founded on fact." The ballad is written in the style of "Just as the Sun Went Down," or any of our "popular" sentimental songs.

Another song mourns the destruction of Rheims and its cathedral. It is a song of a slightly different type, which might be rendered freely into English as follows: There was once a lovely city And its towers superbly; That cathedral called immortal, Proudly rose on high; From all countries, Charmed and wondrous, Visitors and tourists came; If Came in love and veneration For the sacred treasure of the arts. Rheims, oh Rheims! Thou and thy cathedral Were the pride of all the world; Boorish vandals, Oh! Rhelms, Enchantress city, Turning cannons on your beauty Have destroyed your blessed wealth.

A CORRECTION

To the Editor of the Evening Ledger: Sir—The views attributed to me in the report of my address on neutrality, published in the Evening Ledger of Friday last, are so diametrically opposed to those which I hold that I find myself compelled to burden your columns with a correction. I will not undertake to correct the entire report, as this would involve too long a communication. There is one point, however, concerning which there should be no misunderstanding. A youthful reporter in his account of the address, attributes to me the following statement: "I believe that this country owes it to itself to stop the exportation of munitions of war for use by the belligerents. This is the only prospect we now have of aiding in the termination of the war."

Not only was no such statement made, but precisely the contrary proposition was upheld. I find myself clearly that any extension of neutral obligations, to include a prohibition on the exportation of arms and ammunition, would mean a premium on militarism and stand a sufficient supply of arms and ammunition for a belligerent to secure arms and ammunition from neutral countries, one of two results would follow; either an undue advantage would be given to those countries that are giving their best thought and energy to the preparation for war or the more peacefully inclined countries would be compelled to keep on hand a sufficient supply of arms and ammunition for all possible contingencies. In my address I distinctly stated that such a prohibition would mean a step backward and would defeat the purpose which its advocates had in mind.

Philadelphia, March 22. (There is nothing so important to the Evening Ledger as accuracy in its news columns. It is asked to make prompt correction at any time of any error. The account of Doctor Rowe's address was received from sources supposedly accurate. Doctor Rowe's position on America's attitude was admirably stated in an article contributed by him to the Evening Ledger of Saturday, March 20.—Editor of the Evening Ledger.)

WHAT NOW?



TEACHER OF INDUSTRIAL HUMANISM Frederick Winslow Taylor, the Leading Pioneer in the Science of Management, Learned in the School of Experience That Efficiency and Co-operation Are One.

By SAMUEL HARRIS

THE man who did more than anybody else to reduce the problem of management to an exact science was Frederick Winslow Taylor, who died in this city on Sunday at the age of 53. "Scientific management," a system of conducting industrial plants, was evolved by a successful man in a successful business. Mr. Taylor learned and taught it in the "school of experience." His was the work of a pioneer.

In 1878 Mr. Taylor entered the employ of the Midvale Steel Company. He speedily rose from mechanic to the position of gang foreman. He knew that the men were not doing all they could, for he had been one among them. The reason he knew also. It seemed to them that nothing was to be gained. He tried to drive them, and they even threatened him with personal violence if he persisted in his efforts. It was useless to break in new men—they were worn away from him. It was under these conditions that he worked out his ideas of what since has become known as "scientific management," and given him the title of philosopher and benefactor. For 30 years the Taylor philosophy has been practiced at the Midvale works, and during that period there has not been a single strike. For Mr. Taylor's purpose and achievement was to make the interests of men and management interdependent.

The First Experiments

His early experiments and studies have been described as follows: "Carried out with stop watch and measuring stick, they showed among other things that a workman should be under load only a certain period of the time (depending upon the work), and should be free from load part of the time. Returning to the handlers of pig iron, it was found that the best of the men could work without harmful fatigue if they were under load 42 per cent. of the time, and free from load 52 per cent. of the time. In a ten-hour working day there are 600 minutes—therefore, the man could be under load 42x600, or 252 minutes. The distance from the pile of iron to the car was 25 feet, and the stop watch showed that the men covered this distance with load in the average time of .218 minutes. In 252 minutes they would make 522 divided by .218, or 1156 trips. The pigs averaged 92 pounds each, so that 52x1156 equaled 106,352 pounds, or over 47 long tons, were carried in a day.

"These facts were determined while the men were at work, and while they were loading but 12 1/2 tons. Mr. Taylor first figured out that they could load 47 1/2 tons, and this figure was set as the standard. With men fitted physically and temperamentally for the work, instructed as to how the work should be done, and rewarded by increased pay, the tonnage thus scientifically determined became the amount actually handled.

Many people have an erroneous idea that "scientific management" consists of slide-rules, instruction cards, eight sets of shovels and the like. On the contrary, the appliances are of subordinate importance. The principal thing is to get accurate information and continuously to apply it. In accomplishing this, the selection and training of men, the systematic planning of how work shall be done, in what time and by whom, and the bonus system of wages have been found necessary. There is little mystery about the matter, and no assumption of cure-all attributes. Mr. Taylor gave under four heads the steps in the practice of scientific management:

First. Determine accurately by scientific analysis the elements of each piece of work, and decide how it can best be done. Second. Select men who are fitted for the work—even for the lowest kinds—and train them in the best way of doing that task. Third. By adequate supervision and a system of payment which gives the men an incentive, make sure that the men practice the best methods all the time. Fourth. Divide the work between the management and the men so that the management does all the work which it can do better than the men.

Inducement to Efficiency

The third principle is made effective by the "bonus" system of payment. Mr. Taylor, who, after successfully developing his efficiency ideas at Midvale, was asked to introduce "scientific management" into the works of the Bethlehem Steel Company, found that the men there were receiving \$1.15 a day for shoveling. He allowed that rate to stand. If a man came to the Bethlehem works in the morning and merely shoveled till the whistle blew in the evening he got his \$1.15 as usual. If, however, he had profited by

the teaching and did the whole task assigned to him, he received \$1.85 a day. This 70 cent extra a day was the inducement given to make the men use the science which they had been taught.

"The 'task and bonus system' is something extended to the foreman. He receives a small bonus for each man receiving a bonus under him, and a larger bonus when every man under him gets a bonus. If a foreman has 12 men under him and he gets 1 man bonus per day for each man who receives a bonus, and if 11 of them get a bonus he receives 88 cents. But if he gets 12 cent bonus each if every man receives a bonus it is entitled to \$1.44. Thus the bonus scheme quickens the whole shop.

The Board of Strategy

The fourth principle—dividing the work so that the management does all that it can do better than the men—is one of the principles of the Taylor plan. In the "planning department" trained executives analyze various problems, map out the work of the entire establishment, and distribute it among the various departments. They are the "board of strategy." An example of their work: A "route chart," or working plan, is made of each order, and copies are sent to the foremen of all the departments concerned. It shows the route or travel of all parts which make up the product; it specifies what parts can be taken from stock, and what tools will be needed. When the planning and routing is skillfully done all parts will reach the assembly room at about the same time.

This system enables the workman to concentrate on his task and increase his production, and his production determines his compensation. The planning department does not require a large number of high-priced men; a few can do the work. The employ of the plant is not turned into a mere machine, for the man lacking in initiative becomes more skillful, and hence more interested in his work; and the others can discover improved methods which win advancement.

The ideas of Mr. Taylor have proved far-reaching. Not only did his inventions and discovery of new processes lead to a revolution in the mechanical and technical methods employed in the metal-working industries, but the principles of efficiency and management which he promulgated—though he was not their sole originator—led to one of the most important social and industrial movements of a century. In almost every kind of business enterprise these principles have effected important changes. "Employment engineering," concerning which an article appeared in these columns a short time ago, is but one of the "sciences" thus initiated. The whole world of business is under a heavy debt to Frederick W. Taylor.

A Science of Co-operation

Scientific management was defined by Mr. Taylor as follows: "It does not necessarily involve any invention nor the discovery of new startling facts. It does, however, involve a certain combination of elements which have existed in the past, namely, old knowledge so collected, analyzed, grouped and classified into laws and rules that it constitutes a science. . . . "It is no single element, but rather the whole combination, that constitutes scientific management, which may be summarized as: "Science, not rule of thumb. "Harmony, not discord. "Co-operation, not individualism. "Maximum output, in place of reaction output. "The development of each man to his greatest efficiency and property."

A WEARY LOT IS THINE

A weary lot is thine, fair maid, A weary lot is thine! To pull the thorn thy brow to break, And press the rue for wine, A lightsome eye, a soldier's mien, A feather of the blue, A doublet of the Lincoln green— No more of me you know. My Love! No more of me you know. "This morn is merry June, I trow, The rose is budding fast! But she shall bloom in winter snow Ere we two meet again." He turned his charger as he spake, Upon the river shore, He gave the bridle-reins a shake, Said, "Adieu for ever more, My Love! And adieu for ever more."